

Transforming one of India's leading Foundries

Client Mandate

- 1 Institutionalize foundational principles of 5S across the board
- 2 Build strong "foundations" in operating & quality practices using 5S
- 3 "Transform" their plant and workplace to global standards
- 4 Organise them to become "world class" in the way they operated

Key success factors identified

- 1 Appreciation of the 5S methodology, tools & principles
- 2 Reduction in waste / consumption of consumables
- 3 Improvement in safety standards
- 4 Organised + spic and span factory premises
- 5 Positive customer experience

We used a “three pronged” approach for implementing 5S

1

“Training the organisation” at all levels

- **We trained approx. 600 people in three waves.** First, with the HODs and their reports with a two-day 5S Practitioner’s Certification Program. Then 150 Middle-level managers **plus** over 400 operators and support staff with a one-day 5S Introduction Program
- This ensured that a significant **majority of employees were fully in sync with what was happening, knew what was expected of them and why.**



2

Ensuring “operational discipline” on the shop floor

- Clear delineation of work areas – Work, Storage, Movement & Consumables
- No unrequired / non-working Items (RED TAG) on the Shop Floor
- No material / tools / documents on the floor
- All gangways / passages absolutely clear and free for movement
- Clear Line-of-Sight Access to Fire Extinguishers, Control Panels and Electrical Switchboards



3

“Involving everyone” in implementation

- **Forming small “action” teams with a single task responsibility** for focus and quick implementation.
- **“Pillar to Pillar” area-wise responsibility assigned** to individuals for 5S maintenance in each shop
- **Daily 5S walks instituted** with a checklist



The Overall Impact

Top 10 Benefits

realised

Over a period of **12 months**, with management support and involvement from the teams, “visible” as well as “intangible” results were realised and recognized

> 700

tons of scrap disposed excluding normal production generated scrap



> 10,000

sq. feet of factory floorspace freed across areas



>80

old patterns disposed with a recovery of Match Plates worth approx. ₹ 20 Lakhs



₹ 2 cr.

cash inflow realized with scrap sales. In addition, consumption reduced for many consumables.



Increase

in customer confidence and positive feedback during plant visits



Organised

workplace has led to earlier “start time” by approx. 20 - 30 min each day



Increase

in adherence to safety standards and practices



Search Time

for documents down to 1 - 2 min vs. 10 - 15 min earlier



Search Time

for tools / consumables down to 1 - 2 min vs. 20 - 30 min earlier



Spic and Span work areas

